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COUNCIL OF ONTARIO
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"Human history becomes more and more a race between education and catastrophe."

H.G. Wells

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Message from the Chair

Any country that undernourishes the minds of its young men and women will not be able to compete in the years to come. As H.G. Wells said, "Human history becomes more and more a race between education and catastrophe." By the year 2,000, 50 per cent of all new jobs will require a post-secondary education.

As governments around the world reel from the spiralling cost of social services demanded by society they tend to lump universities in with other social programs. Post-secondary education is not just a social service. It is also not just another problem for politicians. It is, and can be, the solution to many of the problems that face society. It is an incubator for great minds that has produced philosophers, artists, labor leaders, business leaders, scientists, doctors, and poets. It is also fast becoming the instrument that will supply the competitive edge to countries which value and invest in higher education.

This country's ability to compete on the global stage in the next decade will depend on our most valuable natural resource: our young people. We must prepare them properly by giving them the technical and analytical tools that they will need to be more competitive. In the '90s, we have watched the world change into an information economy. Information is empowerment. In a global community driven by the combined forces of economics and information, only those nations which have trained their people to a high level will be ready to face the challenges of the new millennium.

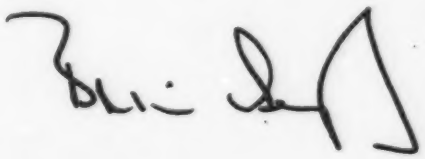
If Canada is to play a starring role on the world stage, we must see universities as a priority investment. Ontario's university system does not just serve Ontario, it serves Canada. It is an integral part of the local community and a critical asset to the Province. For every dollar invested in education by the Province, universities return three dollars to the economy. The university system produces research that is vital to unlocking the doors to the major mysteries in science, technology, and health care that confront our society.

The university community has undergone 15 years of challenge. We have been forced to stretch our shrinking resources too thinly to provide the young people of this Province with the education they need and deserve. In the next few years, more and more people will require a university education in order to pursue a career, no matter what their field of interest. At the same time, those who are already in the workforce will be coming back to university in record numbers, to upgrade their skills. As the body of knowledge expands at an astounding rate, student and teacher alike will have to assimilate and disseminate more and more information.

Our world is changing and the changes are coming more quickly, and with greater impact, than ever before in recorded history. According to the authors of *Megatrends 2000*, "In the world economy, education is the Pacific Rim's competitive edge." As an example of the demonstrated commitment to post-secondary education in Japan, 94 per cent of students stay in school beyond the legal age. In Seoul, half the adult population either attends university or has graduated from university. There are more Ph.D.s per capita in Korea than anywhere else in the world.

The countries of the Pacific Rim know the importance of educating their young people. The parents of these young people also appreciate and support the university system. In Ontario, by contrast, from 1978 to 1989 the expenditures per student (in constant dollars) decreased by 14 per cent, yet there has been no public outcry. Parents in Ontario may not see the connection between the underfunding of the system and the potential of a lost opportunity for their children. For more than a decade, the university community has struggled to maintain the high standard of education that is expected of us, but further and further erosion of our funding is now making that a herculean feat. If this continues, both access to university and the quality of education will become major issues in the coming decade.

Ontario is the economic engine of this country. Universities will provide the leaders who will drive that engine. What is at stake here is far more profound than lost jobs, lost student places, and deteriorating buildings. It is the dreams, the hopes, and the opportunities of a Province and its people.



Message from the President

In this my first year as President of the Council of Ontario Universities, I have found the issues facing us to be exciting, fast-paced, and personally and professionally challenging. My initial perceptions of this position have changed rapidly as have the issues confronting the Ontario university system.

One of the major functions of COU is to act as an advocate for Ontario's universities. As a result, this year has been one of intense activity for the Council, both internally and externally.

For the university community, one disappointment followed another. It was a year that saw, for the first time ever in Ontario, cutbacks of $9.2 million in approved government operating grants, and an announcement of a three-year historically low transfer payment to a university system already stretched beyond its limits. This bad financial news was followed by a reduction in pay equity payments to universities from a promised $13 million to just under $5 million.

University administrators found themselves facing extremely difficult choices in order to maintain their institution's level and quality of post-secondary education. For September 1992, first-year places at universities will decline despite rising applications, and jobs will have to be sacrificed in order to cope with severely reduced financial resources.

Moreover, a portion of the 1992-93 transfer payment funding from the Ministry of Colleges

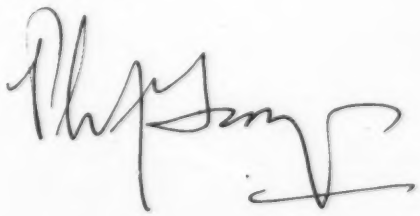
and Universities will be subject to competition. The Ontario Council on University Affairs will advise on the allocation of $22 million of transition assistance funds, using criteria established by the Minister. In addition, he has established a task force to consider long-term restructuring of the university system. This exercise has not yet been defined, and as a result the university community is suffering from considerable uncertainty about the parameters of the restructuring agenda.

Internally, COU has been restructured to reflect the dynamic role it must perform for Ontario's universities. The Research Division has been reorganized and reinforced to provide stronger support for activities in communications, policy analysis, and government relations. Greater emphasis has been placed on external communications in order to establish the vital role that Ontario's universities play in the Province's cultural, social, and economic future.

Externally, new cooperative initiatives with the Colleges of Applied Arts and Technology have been undertaken to better serve those students who choose to participate in both sectors of post-secondary education. The Council on University Planning and Analysis was formed and has been actively dealing with vital issues related to productivity and accountability. COU's Committee on the Status of Women has been responsible for a number of initiatives, including a safety audit program designed to make university campuses safer for female students and employees. The Application Centre has processed more applications than ever before, despite the decrease in graduates from secondary schools.

Faced with a three-year underfunding scenario, Ontario's universities will be challenged to preserve the high quality of post-secondary education that the people of Ontario have come to expect. As more and more students pursue a university education and those already in the work force return in ever greater numbers to university, our already stretched resources will become even more strained. Ultimately, the people of this Province will have to determine how much they value post-secondary education, and act to persuade their government to accord university education much higher priority in funding decisions.

In the year ahead, the Council will work proactively to advance the interests of Ontario's universities, which we believe are tied directly to the long-term best interests of the people of this Province. Ontario's effective participation in the evolving global economy will depend on our ability to focus innovatively on the development of highly knowledgeable graduates who will provide the leadership necessary to allow us to realize the potential that the human resources of this Province represent. Our contribution to the cultural, economic, and social fabric of Ontario will provide solutions to many of the Province's problems. We will continue to work cooperatively with all sectors of our society to create and implement those solutions.



Communications: Opening the Public Eye

While most social agencies treat the problems and ills of society, universities offer solutions through research, discovery, and problem solving. Communicating and fostering belief in that message among the government, media, and general public is one of the major challenges before the Council.

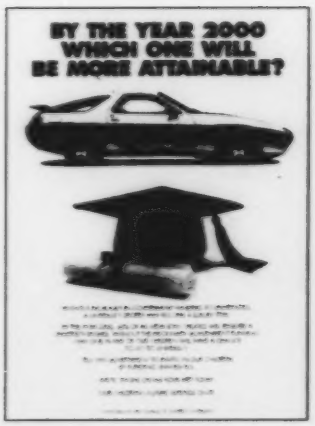
Although higher education is considered important by a majority of Ontarians, it is not a priority. A 1991 Environics poll indicated that 75 per cent of Ontarians believed that underfunding is an important problem and a majority felt our institutions should be more accessible. At the same time, if increased funding meant higher taxes, a plurality felt funding levels should remain the same.

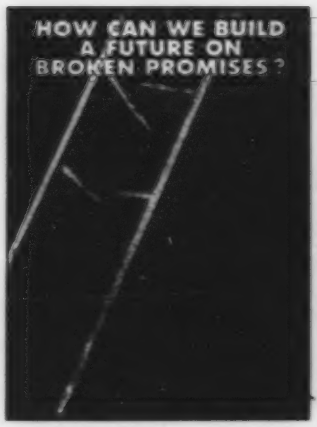
In the past year, the Communications Division at the Council has been totally restructured and strengthened to provide enhanced advocacy and communications activities. A number of strategies have been devised and implemented to create awareness among the general public, politicians, and the media, of the essential role universities play in the present and future health and well-being of the Province.

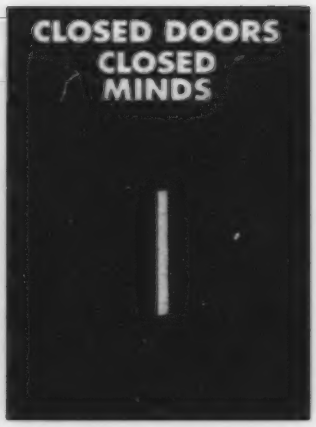
In response to government cutbacks, the Council launched a series of initiatives condemning the move and focusing on the serious consequences of the government's actions. One of the first unique endeavors was a mock trial staged at the University of Toronto. The hand-picked jury took only seconds to find the provincial government guilty of recklessly endangering Ontario universities through years of underfunding. The event drew the support and participation of all members of the university community including the Ontario Federation of Students, the Ontario Confederation of University Faculty Associations, and the Confederation of Ontario Universities Staff Associations. Two members of Toronto's Second City were enlisted to help with writing and production of the half-hour mock trial. The event was videotaped and aired by several cable stations across the Province.

Several open letters to the Premier and the Minister of Colleges and Universities and numerous news releases were also issued, which received province-wide media attention. Tag-team meetings were begun between cabinet ministers and members of the Council, as well as chairs of the boards of various universities, to build grass-roots support for increased government commitment to post-secondary education in Ontario. A three-part ad campaign was also launched last fall focusing on the threat to student accessibility raised by underfunding. The newspaper ads were widely visible and drew an enthusiastic response from across the Province.

A "good news" newsletter was one of the proactive measures initiated during the past year. The COU Newsletter is published each month and features capsulized stories from the universities in the areas of research, programs, and community outreach, as well as upcoming events. Distributed to the Ontario media, MPPs and federal politicians, the newsletter's goal is to promote coverage in the electronic and print media, or political forums. The Council's proactive campaign will continue during the next year, focusing once again on the contribution universities make to the cultural, social, and economic fabric of Ontario and all of Canada.







Forging New Partnerships

[illegible], coordinate, and communicate. These [illegible] have formed the basis of new partnerships between the Council of Ontario Universities and other public sector agencies. Not only has the Council been actively involved in trying to build bridges among its own member institutions, but also between members of the CHUMS sector (colleges, hospitals, universities, municipalities and schools).

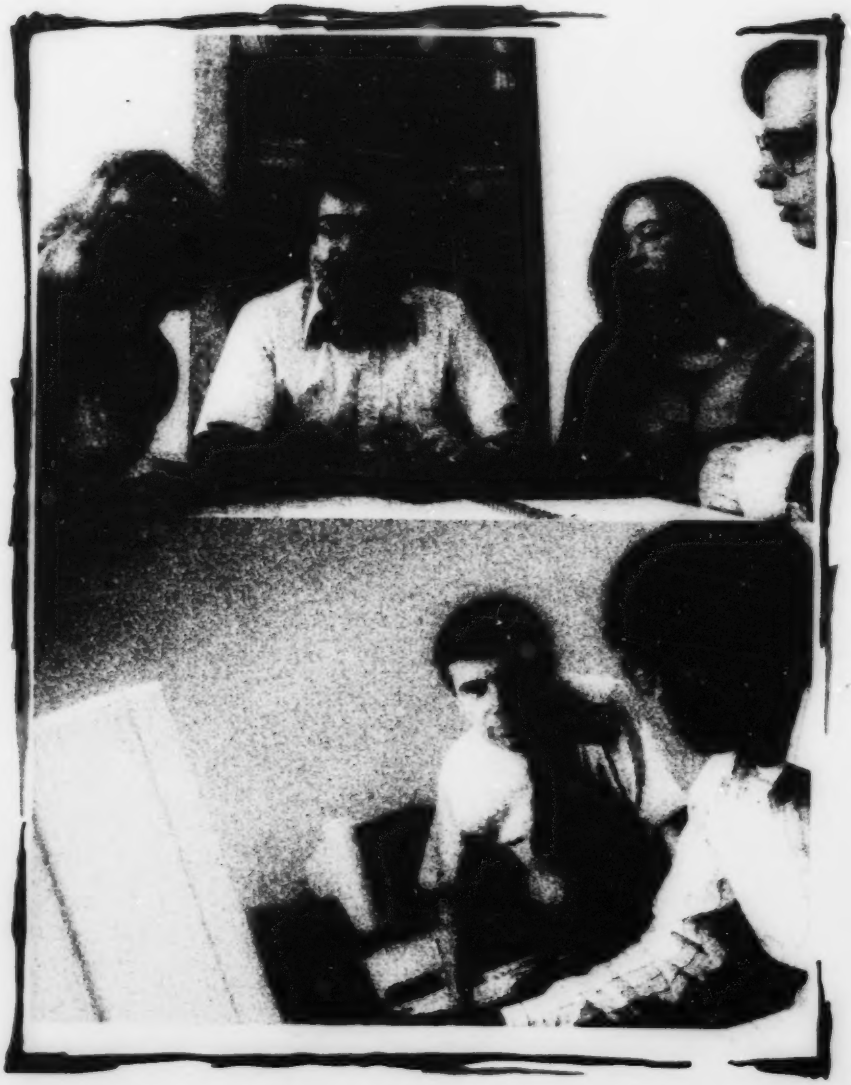
In January, an historic meeting was held at the Council of Ontario Universities headquarters in Toronto. The presidents of Ontario's universities and colleges of applied arts technology and sat down to discuss mutual opportunities and the obstacles impeding development of cooperative programs between their systems.

Several success stories already exist: nursing, engineering, technology and business programs at several institutions, allow qualified graduating college students to transfer into third-year university programs.

The presidents hope to build on that foundation. They have formed the Standing Committee on Relationships Between the Universities and the Colleges of Applied Arts and Technology. In the next three years, they hope to develop a system whereby clear and fair pathways will exist between all the colleges and universities, allowing students to transfer credits easily from one system to the other.

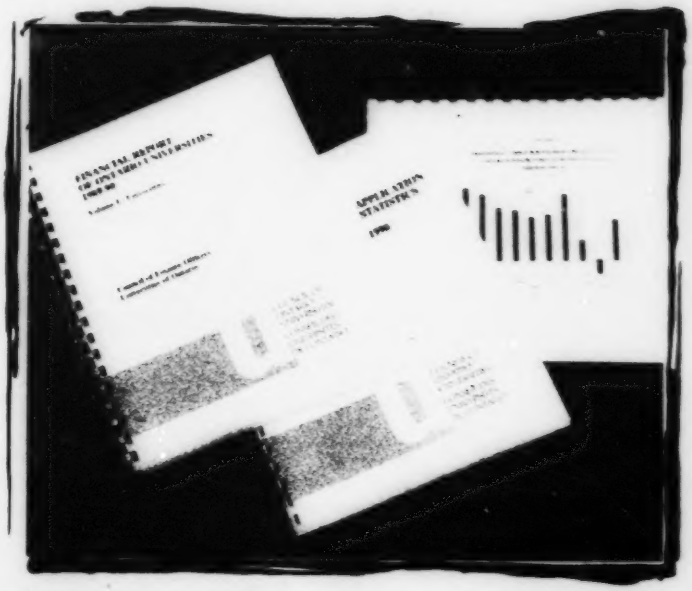
In this same spirit of cooperation, hospitals have also joined with the Council to create a stronger front in its lobbying efforts against the Ontario government. In a letter addressed to the Premier of Ontario, CHUMS members requested a meeting with the Premier to discuss mutual concerns, especially the issue of public sector bargaining. The letter was signed by the presidents of the Ontario Hospital Association, the Association of Colleges of Applied Arts and Technology of Ontario, and the Council of Ontario Universities.

Following these important first steps, an evening panel discussion during an OHA conference allowed all colleges, hospitals, and universities to compare notes and answer questions on the impact of underfunding on public institutions. This round table discussion was the launch pad for future cooperative efforts among CHUMS sector members.



Research

Research is one of the core activities carried out by the Council of Ontario Universities. With the assistance of each of the member universities of COU and numerous committees, ongoing research plays a vital, supporting role in areas ranging from policy development to government lobbying. Data is collected and analysed on a wide array of topics ranging from enrolment and application statistics to planning standards for university physical facilities, resulting in timely, informative publications available to the university community, government bodies, and the general public.



One of the newest initiatives within the research division is the formation of CUPA (Council on University Planning and Analysis). Established in May of 1991 to collect and analyse data about Ontario universities for use in diverse policy areas, CUPA's membership consists of one representative from each COU member institution.

A great deal of CUPA's work is conducted by standing committees on enrolment statistics and projections, faculty and staff reporting, professional development, and operating income and budgets. CUPA's Committee on Accountability, Performance Indicators, and Outcomes Assessment, is dealing with one of the major issues of the '90s as the

government and general public demand to know how tax dollars are spent. The committee has also been actively involved with *Maclean's* magazine in looking for alternative approaches to the controversial ranking system published by the magazine in the fall of 1991.

The Council and the Research Division have also lent support to the Ministry of Colleges and Universities' Task Force on Accountability. The Task Force Secretariat is located at COU, providing access to the extensive Research Division resources. The task force is developing recommendations on a framework for university accountability to the public.

Another vital concern of the universities and the Research Division is the future complement of faculty. Reports of future shortages because of impending retirements led to the formation of the Task Force on Faculty Renewal. The task force is examining anticipated demand for, and supply of, new faculty.

As universities struggle to persevere despite more than a decade of underfunding, the Research Division is often called upon to prepare and provide financial and comparative data, as well as financial plans and proposals, to support COU's government relations and communications activities.

Raising tuition fees in light of the diminishing government funds is a policy option under active study at COU. The Research Division has proposed a plan that would guarantee accessibility and equality to qualified students under an increased tuition fee structure. The proposal, contained in a report submitted to a provincial standing committee, calls for the implementation of an income contingent repayment plan which would provide financial assistance to **all** students requesting it.

Other sought-after annual reports, such as the *Interprovincial Comparisons of University Financing*, the *Annual Compendium of Macro-Indicators*, and the *Financial Position of Universities in Ontario*, also provide an important framework for the Council's ongoing efforts to convince the people and the government of Ontario that universities are struggling to continue offering the high quality of university education necessary to the Province's competitiveness.

Striving for Equity on Campus

There has been an enormous change in female participation at universities over the last 15 years. While enrolment has skyrocketed, women have been responsible for about 75 per cent of that growth. Now, more than half of the undergraduate students in Ontario universities are women. The proportion of full-time women graduate students has more than doubled.

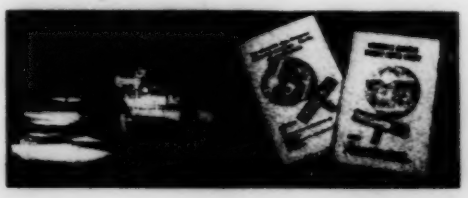
As the struggle for equality, safety, and protection from harassment and discrimination is slowly being recognized in the public sector, two COU committees, supported by the Research Division, are working to ensure these same important issues continue to be addressed in our universities.

Formed just one year ago, the Committee on Employment and Educational Equity has recently obtained funding from the Ministry of Colleges and Universities (MCU) for a pilot project. It will involve the collection of equity-related data on applicants to undergraduate programs. The project will be administered by the Ontario Universities Application Centre in Guelph in the fall and winter of 1992.

Safety on campus has become a priority of university systems across Canada and COU's Committee on the Status of Women. *The Women's Campus Safety Audit Guide*, published in both English and French, helps prepare and organize groups who wish to conduct a safety audit on their campus or in other areas where women's safety may be a concern. An accompanying video, *Safer for Women...Safer for Everyone*, has recently been completed. Both projects were funded by MCU and produced by METRAC (Metro Action Committee on Public Violence Against Women and Children).

The committee's future initiatives include a strategic guide for women academics and those considering a career in academe. The guide, which will be published during the 1992-93 academic year, will offer women an analysis of the university climate and advice on the different stages of an academic career.

As the Committee on the Status of Women makes plans for the next few years, it has actively sought input from the university community. In the past year, everyone from students to sexual harassment officers and women's studies faculty have been consulted to help the committee identify current issues and to ensure the momentum for change won't be lost during this time of fiscal constraint.



Adapting to Increasing Financial Challenge

What started out as a gradual erosion 15 years ago has turned into a landslide. The number of people applying to attend university has multiplied while government support has diminished. Today, universities are receiving about 14 per cent less funding per student than ten years ago. Finding innovative ways to cope with the resulting financial stress is just one of the valuable services provided by the Council of Senior Administrative Officers—Universities of Ontario (CSAO-UO) and its professional affiliates.

Formed six years ago to address non-academic issues and improve the effectiveness of university administrative support services, CSAO-UO is now facing some of its toughest challenges ever. The continuous tightening of the provincial Treasury "belt" for capital projects has reached a critical point in the lifespan of most of Ontario's universities. Many of the buildings are reaching middle to old age, and renovation and restoration needs are increasing at an alarming rate. An estimated 20 million square feet will require urgent attention by the year 2010.

CSAO-UO has worked closely with several administrative bodies during the past year in its lobbying efforts to convince the provincial government of the seriousness of the situation and the need for a long-term commitment of government funds. Future teaching and research at Ontario universities may be in jeopardy unless major upgrading of essential systems such as electrical, plumbing, and ventilation are brought up to modern safety and habitable standards.

At the same time, increasing enrolment and research activity has created a need for new student residences and centres, research parks, and other commercial buildings on Ontario campuses. A working group, comprised of the Council of Ontario Finance Officers, CSAO-UO, and the Ontario Association of Physical Plant Administrators, developed several innovative proposals to borrow the necessary funds with reduced interest costs. One proposal suggests substantial savings could be realized if the provincial government was to issue bonds/debentures or facilitate other types of traditional financing on behalf of the universities. The report also recommends Ontario's Canadian Pension Plan fund be made accessible because it offers the largest predictable savings in debt services costs.

The increasing financial burdens placed upon Ontario universities have also meant downsizing and restructuring at many institutions. CSAO-UO has conducted several workshops over the past year to try to increase awareness of the extent and complexity of the changes confronting universities. The vice-president of operations from Ontario Hydro and senior officials from several American universities were some of the speakers who shared the issues, successes, and failures encountered during their own restructuring processes.

The Occupational Health and Safety Act, passed in 1990, presented another challenge to university administrators across the Province. The legislation

places final accountability for employee safety in the hands of board members and executive officers. CSAO-UO worked in conjunction with environmental health and safety officers from member institutions to develop a set of guidelines to ensure the hierarchy of responsibility within the university is clearly defined and working effectively.

The effects of the Ontario government's historically low transfer payments will be felt for years to come. CSAO-UO's future challenges will be the creation of incentives to eliminate unnecessary and overcomplicated work in administration and the sharing of management practices that will enhance cost effectiveness and the quality of administrative support in our universities.

Ontario Universities' Application Centre

[redacted], increasing numbers of students apply to [redacted] undergraduate programs offered at Ontario's 16 universities. In the last decade alone, applications from secondary school students have jumped more than 60 per cent, while applications from other prospective students, including mature students, have increased nearly 80 per cent. This adds up to a mountain of applications that must be handled as effectively and efficiently as possible.

OUAC file photograph

Twenty years ago, the Council, then known as the Committee of Presidents of Universities of Ontario, founded the Ontario Universities' Application Centre (OUAC). Since then, the Centre estimates that it has responded to more than one million telephone calls and processed approximately 4.6 million university applications. That number includes applications for the ten faculties of education in Ontario, where numbers have more than doubled in the last decade, and for the five medical schools, for whom the Centre maintains a central, extensive database used by all schools.

Operating solely on the application processing fees paid by prospective students each year, OUAC saves the universities time and staff resources, and provides an effective and efficient service for students. As a result, while benefitting the student, OUAC also saves money, an important factor during these financially restrictive times, by reducing duplication of effort and utilizing economies of scale in areas such as printing, shipping, research, and planning.

OUAC does much more than process applications. Twice a year the Centre publishes *Info*, a magazine which provides valuable information to secondary students and their guidance counsellors. News about various campuses, program information, and general admission requirements, are just some of the valuable information contained in this publication that helps prospective university students make informed choices.

Students who don't receive early offers of admission to an Ontario university in mid-June often take advantage of another valuable service provided by OUAC. The Applicant Referral Service, a toll-free telephone "hot line", was instituted in 1984 to provide students with updates on the programs and institutions still accepting students.

The Application Centre doesn't decide which university a student will be admitted to, but sorts the applications and directs them to the appropriate institution. During the peak processing period, in January and February, Application Centre staff work in two shifts between 7:00 a.m. and 11:00 p.m. to ensure all applications are dealt with promptly. Staff includes 18 full-time and approximately 100 part-time employees.

The addition of automation over the years has also improved processing efficiency and accuracy. Personal and academic records can be sent electronically in most cases.

Responding to a growing need in member institutions and outside groups, the Research Division takes advantage of current technology and data collected over twenty years to provide statistical reports and analyses tailored to clients' needs.

The Ontario Universities' Application Centre is recognized nationally for its service and effectiveness. The process is now being used as a model by other institutions, including the colleges of applied arts and technology in Ontario, Atlantic universities, and the British Columbia post-secondary network, who wish to implement similar systems.

Ensuring A Quality Graduate Studies Experience

Ontario will require a highly educated workforce in order to compete in the global marketplace and meet the challenges of the new millennium and beyond. Sophisticated advances in technology and science, and changes in societal needs and values will require people with superior knowledge and analytical skills. Through graduate studies, universities are preparing today's students for the challenging years ahead.

The Ontario Council on Graduate Studies (OCGS), an affiliate of COU, works to advance and coordinate graduate education and research in this Province. One of the ways OCGS achieves this goal is through the ongoing evaluation of new and existing graduate programs.

Each year, universities that wish to offer new graduate programs submit proposals to the Council. During the past year, programs were approved in medical physics, service sociale, audiologie, orthophonie, applications of modelling, business economics, public policy, ethnomusicology, and geography. Periodic reviews are also carried out to assess the quality of existing graduate programs. This appraisal takes place once every seven years and is mandatory to a program's continuance.

While the graduate programs offered meet OCGS guidelines, studies have found that many doctoral candidates do not complete their postgraduate studies for a variety of reasons. A lack of adequate and continuing financial support are just a couple of the reasons students don't graduate from doctoral and master's programs.

This year, at the OCGS Colloquium in Toronto, nearly 100 participants discussed the problems associated with graduation and time-to-completion rates, and examined ways of increasing graduation rates. The conference resulted in two publications: *Doctoral Graduation Rates in Ontario Universities: A Discussion Paper*, and *Graduate Graduation Rates and Time-to-completion: Colloquium Proceedings*.

Next year, an OCGS conference will examine the challenge of minority access and success in graduate studies. An ad hoc committee is gathering data on women, people with disabilities, aboriginal people, and visible minorities enrolled in graduate programs.

OCGS publishes a number of other reports each year for discussion and policy purposes. Issues such as graduate tuition fees and research funding are deliberated by the Deans of Graduate Studies who are members of the Council. Annually, OCGS produces and distributes a compendium, *Graduate Macro-Indicator Data: Ontario*, a comprehensive look at graduate enrolment, faculty resources, scholarships and time-to-completion rates for more than 500 programs across the Province. An overview of individual disciplines as well as reports on collective issues in graduate studies in Ontario are also produced annually.

Improving Medical and Health Sciences Education

Like universities and other public sector institutions, Ontario's health care system is undergoing significant changes. Decreased funding, restructuring, and fundamental shifts in ideologies such as the thrust towards increased health promotion and community based care, are issues that not only have to be addressed by the system but also by the universities that educate our health professionals. Acting as an overseer of several committees, the Health Sciences Division of COU tries to facilitate discussion and problem solving of these and other issues on a province-wide scale.

One of the groups under the Health Sciences umbrella is the Ontario Region, Canadian Association of University Schools of Nursing (ORCAUSN). Recognizing that the role and skills of nurses are quickly changing, ORCAUSN has been involved in several projects to further the profession. The Association has been very supportive of the rapid development of graduate programs of nursing in Ontario. Four universities have embarked on the approvals process required to offer graduate programs. Only two universities currently offer graduate education in nursing.

ORCAUSN has focused much of its attention during the past year on the development of a proposal for a baccalaureate in nursing, merging programs from universities and colleges. Discussions have taken place on a regional level between deans and of nursing programs and their colleagues in the college sector. The resulting innovative set of proposals will be presented to the government for consideration. ORCAUSN believes that by building upon the strengths of programs offered at both post-secondary systems, the proposed joint program will increase accessibility for prospective nursing students, and, in turn, decrease health care costs and improve the overall health of the people of this Province.

The education of future physicians has been one of the priorities of the Council of Ontario Faculties of Medicine (COFM). A committee spent two years compiling a report and developing a model for medical education based on the "education-of-the-physician" model. This model calculates the number of postgraduate training positions necessary to train Ontario's medical graduates at various levels of study and specialization. Development of the model was prompted by the reduction of 200 postgraduate training positions at the Province's five medical schools. The report is now being considered by the Ministry of Health.

COFM has also been actively involved in the study of Alternative Funding Plans for Faculties of Medicine and Health Sciences. The plan, which is still in the conceptual stage, would consolidate funding from three sources (Ministry of Health, Ministry of Colleges and Universities, and OHIP) in an attempt to stabilize the funding base of faculties of medicine.

The year ahead promises to be challenging for Health Sciences. The need for an Ontario Health Research Council, an idea proposed at a multidisciplinary conference hosted by Research:

COFM earlier this year, will be presented to the government for consideration. The proposal is being developed in consultation with a broad range of stakeholders including the Ontario Universities Committee on Health Research (OUCHR). The plan proposes to enhance medical research in the Province and act as a means to stimulate economic renewal.

Plans are also underway to form a new COU affiliate for Rehabilitation Sciences, to provide a forum for educators in that area. As well, new operating procedures are being developed for the Health Sciences division to improve departmental support and coordination of the work done on behalf of the affiliates to assist them in facing and dealing with the issues of the '90s and beyond.

Working Together for Higher Education

The Council of Ontario Universities enlists the help of many people from member institutions. The volunteers who comprise the following committees contribute extensively to the research, planning, and advocacy work of the Council. The Council recognizes and appreciates their efforts.

Standing Committees

Committee on Employment and Education Equity Issues

Executive Committee

Government and Community Relations Committee

Ontario Commission on Interuniversity Athletics

Ontario Universities' Application Centre Board of Management

OSIS Liaison Committee

Committee on Policy and Planning

Relationships Between the Universities and CAATs

Committee on Space Standards and Reporting

Committee on Status of Women in Ontario Universities

Retirement Savings Committee (COU Staff Committee)

Special or Ad Hoc Groups

Network Ontario Implementation Task Force

Task Force on Faculty Renewal

Task Force on Economic Renewal

Task Force on Labor Force Training and Adjustment

Task Force on the Specialization Years

Tripartite Committee on Interprovincial Comparisons

Affiliates

Council of Chairmen of Ontario Universities

Council of Senior Administrative Officers—Universities of Ontario

Council of Finance Officers—Universities of Ontario

Ontario Association of University Personnel Administrators

Ontario Association of University Physical Plant and Planning Administrators

Ontario University Purchasing Management Association

Council on University Planning and Analysis

Council of Deans of Arts and Science of the Ontario Universities

Ontario Association of Deans of Education

Committee of Ontario Deans of Engineering

Ontario Council on Graduate Studies

Committee of Deans of Ontario Faculties of Law

Council of Ontario Faculties of Medicine

Ontario Universities Committee on Health Research

Ontario Council of University Health Sciences

Ontario Region, Canadian Association of University Schools of Nursing

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